

Kerry County Council



Corporate Plan 2009-2014



**Kerry County Council
Áras an Chontae
Tralee
Co. Kerry**

**Tel: 066 7183500
Fax: 066 7122466**

**Web: www.kerrycoco.ie
E-mail: kcc@kerrycoco.ie**

**Opening Hours:
Monday-Friday
9am-5pm**



Table of Contents

	Page
Foreword by the Mayor & County Manager	4
Mission Statement	5
Core Values	6
Key Strategic Objectives	7
Terminology	8
Membership of Kerry County Council	9-11
Organisational Structure	
Elected Members	12
Management Structure	13
Strategic Policy Committees	14-15
Profile of the County	16-19
Operating Environment	20-22
Corporate Plan Process	23
Review of the Corporate Plan 2004-2009	24-26
Key Directorate Objectives	
Housing & Social Support	28-29
Roads, Transportation & Safety	30-31
Environmental Services	32-33
Water Services & Emergency Services	34-35
Economic Planning & Sustainable Development	36-37
Community, Culture & Recreation	38-39
Financial Management	40
Corporate Services	
Corporate Affairs	41
Information Technology	42
Human Resources	43
Reporting & Reviewing of Measures	44
Appendices	
Appendix I: Message from the Town Mayors	45
Appendix II: Tralee Town Council	46-47
Appendix III: Killarney Town Council	48-49
Appendix IV: Listowel Town Council	50-51
Appendix V: Services Provided by Kerry County Council	52-53
Appendix VI: Management Structure	54
Appendix VII: Contact Details	55-56
Notes	57



Foreword

As Mayor and Manager of Kerry County Council we are delighted to present our Corporate Plan for 2009-2014.

The aim of this Corporate Plan is to enhance the quality of life of our people and visitors by building sustainable communities and delivering quality services. It sets out the strategic objectives and key actions necessary to achieve this aim. Annual operating plans by each Department will provide the details of how the strategic objectives will be achieved. These plans will include performance measurements which will allow comparisons to be made against targets, on the previous year's performance and against other similar organisations.

The Plan reviews the achievements of the Corporate Plan 2005-2009 and proposes to build on these by reassessing the mission statement, the core values and setting out the strategic objectives for the organisation.

The plan has been prepared in difficult and uncertain financial times. Our external environment will continue to change over the period of this plan and so it is important that our approach is flexible to respond to these changes. The economy is in decline and the level of unemployment is unacceptable. This, together with our peripherality, creates challenges for us all. We need to develop new and sustainable forms of generating employment, encourage further investment in towns, villages and rural areas and take a pro-active approach to assisting existing small and medium size enterprises.

Investment in essential infrastructure such as roads, water and wastewater, and broadband must be continued. The linguistic and cultural heritage of the Gaeltacht areas must be protected and the use of Irish promoted as the community language in the Gaeltacht areas.

The Plan seeks to ensure that the economic development of the county is promoted and supported in an integrated and planned manner and managed to ensure that the quality of life for current and future generations is safeguarded, having regard to the county's unique historical, natural, cultural and sporting heritage.

The Plan is prepared in consultation with all the key stakeholders. It confirms the commitment of the elected members and staff of Kerry County Council to continue to promote and develop the county and to improve the quality of services to all.

Our thanks to everyone who engaged in the consultation process and who contributed to the final document. The next five years will present huge challenges as well as opportunities for this Council. We must be ready to respond to these challenges and opportunities with an adaptable plan.

Kerry County Council is committed to making this county an attractive place to live, work, invest in and visit.



Tom Curran
Kerry County Manager



Cllr Bobby O'Connell
Mayor of Kerry

Mission Statement

**Through our
Democratic Mandate**

our aim

**is to enhance the quality of life
of our people and visitors
by**

**building sustainable
communities and
delivering quality services**



Core Values

Leadership

We will strive for the betterment of the County, through the delivery of quality services and infrastructure, to lead change through innovation and flexibility along with a commitment to inspire, guide and positively influence the development of the County and its people.

Enhancing Local Democracy

We will support and encourage local representatives in their roles as advocates for their communities, as civic leaders and as the shapers of policy and in addition, encourage and promote active engagement and participation by all people in the democratic process.

People Focus / Building Communities

We will secure the engagement of all sectors of the community by building working relationships through consultation, planning and co-operation.

Staff Welfare / Development

We will provide an enabling environment for our staff by encouraging their development, ensuring a safe and healthy work environment and embracing diversity.

Prioritisation of Resources

We will prioritise the allocation of resources to ensure delivery of our core statutory functions.

A Commitment to Quality Customer Service

We will deliver a quality, responsive and courteous customer service to all our residents and visitors.

Effective Communications

We will continue to prioritise effective communications with the public, elected members and all our staff through appropriate, accessible and effective communications systems.

Partnership / Teamwork

We will enhance and progress our activities, objectives and decision making through promotion of partnership and teamwork. This commitment will extend to our own staff, elected members and our external stakeholders.

Honesty / Integrity / Corporate Governance

We will deal with all people in an honest and impartial manner and will ensure adherence to the highest ethical standards and compliance with all legal and regulatory requirements.

Accountability / Openness / Transparency

We will ensure that our decision making and service delivery are conducted in an open, accountable and transparent manner.

Equality / Social Inclusion

We will deliver accessible and appropriate Local Authority services that meet the diverse needs of all members of the public and contribute to an impartial and inclusive society.

Value for Money / Efficient Management of Resources

We will promote efficiency, accountability and transparency in the allocation and management of resources, to monitor and assess our performance and to deliver cost effective and quality services.

Sustainability

We will promote balanced sustainable development which will protect and conserve our environment for our people both present and future.

Heritage and Culture

We will promote, sustain and protect our unique culture and heritage in the development of our policies and in the delivery of our services.

Loyalty and Pride

We value the loyalty of our Staff and Elected Members and acknowledge the importance of pride in our people, our county, our culture and achievements.

Key Strategic Objectives

The Key Strategic Objectives feed down from the Mission Statement, translating it into a series of high level priority areas.

Each of the Directorates sets out a number of operational objectives, referring to the Strategic Objectives to guide them.

These Directorate Objectives have measurable outcomes, allowing for the success of each Directorate to be quantified.

- (1) We will lead the planning and development of the economic, social, physical and cultural infrastructure of the county.**
- (2) We will promote and support active citizenship for the development of socially inclusive sustainable communities.**
- (3) We will deliver quality services to our people and visitors in an efficient, friendly and helpful manner.**
- (4) We will deliver a best value for money ethos through all our operations.**
- (5) We will protect the environment of our county through high quality regulation and enforcement.**
- (6) We will facilitate the ongoing development of HR best practice to ensure that we have a skilled, motivated and committed workforce to deliver optimum standards of service.**



Terminology

The following is an explanation of the words and phrases that are commonly used in the Corporate Plan.

Mission Statement:

This describes the purpose of the Council and what it aims to achieve in the future.

Core Values

These are the key principles that underpin and guide our actions and service delivery ethos and culture.

Strategic Objectives

These translate the Mission Statement into a series of high level priority areas, expressing what the Council wants to achieve across its main areas of activity.

Directorate Objectives

This describes the aims set out by each of the Council's Directorates, which are linked to the Strategic Objectives of the organisation.

Measures

This sets out how the organisation will be able to identify if the Strategic Objectives are successfully achieved.

Key Actions

How the Departments will achieve the Objectives set out in the Corporate Plan.

Strategic Policy Committees

Strategic Policy Committees (SPCs) are committees of the Council, and are comprised of elected members from both Kerry County Council and the Town Councils, as well as representatives from sectors relevant to the work of each SPC.

The SPCs formulate policy proposals, evaluate and report on policy implementation, and report to the full Council.

Corporate Policy Group

The Corporate Policy Group (CPG) consists of the Mayor of Kerry and the chairs of the SPCs. They co-ordinate the work of the SPCs and help bring policy proposals before full Council.

The CPG also plays a role in preparing the budget and implementing the strategic objectives of the Council

County Development Board

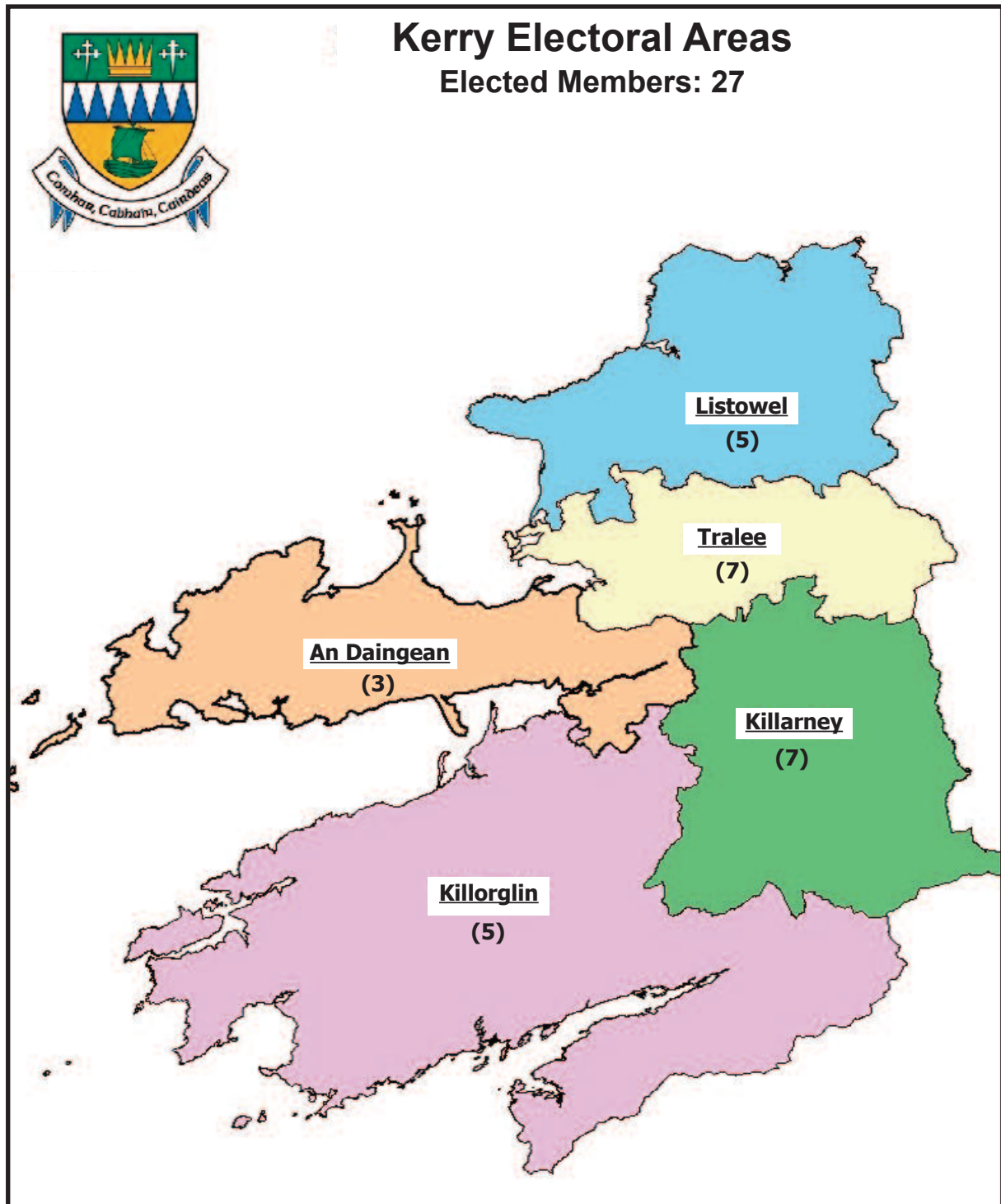
The County Development Board is comprised of the Mayor, members of the Corporate Policy Group, County Manager and representatives from the Town Councils, State Agencies, Local Development Agencies and Social Partners such as Trade Unions, farming organisations, and community & voluntary organisations.

Workplace Partnership

This is the process by which all parties in an organisation: staff, officials, management and unions work together for the benefit of the organisation and the workforce.



Council Membership





Council Membership



Killorglin Electoral Area



Cllr Michael Cahill (FF)
Rossbeigh,
Glenbeigh



Cllr Patrick Connor-Scarteen (FG)
5 Main St,
Kenmare



Cllr PJ Donovan (FG)
High Street,
Caherciveen



Cllr Michael Healy-Rae,
Sandymount,
Kilgarvan



Cllr Paul O'Donoghue, (FF)
Castlequin,
Caherciveen

Tralee Electoral Area



Cllr Toiréasa Ferris, (SF)
Cnocáin,
Barrow,
Ardfert



Cllr Jim Finucane (FG)
6 Edward Street,
Tralee



Cllr Norma Foley, (FF)
St. Josephs Guesthouse,
2 Staughton's Row,
Tralee



Cllr Pat McCarthy, (FG)
Maglass,
Ballymacelligott,
Tralee



Cllr Anne McEllistrim, (FF)
Ahane,
Ballymacelligott,
Tralee



Cllr Terry O'Brien, (Lab)
Tonevane,
Tralee



Cllr Arthur Spring (Lab)
1 Brook Lodge,
Oakview Village,
Tralee

Council Membership

Killarney Electoral Area



Cllr Brendan Cronin,
Rathcomane,
Ballyhar,
Killarney



Cllr Tom Fleming, (FF)
Scartaglin Village,
Killarney.



Cllr Michael Gleeson,
(Sth. Kerry Ind. Alliance)
Clasheen,
Killarney



Cllr Danny Healy-Rae,
Main Street,
Kilgarvan



Cllr Marie Moloney, (Lab)
Coolick,
Kilcummin,
Killarney



Cllr Bobby O'Connell, (FG)
15 Main St,
Castleisland



Cllr John Sheahan, (FG)
Coolgarraive,
Tralee Road,
Killarney

Toghcheantar an Daingin



Cllr Seamus Cosai Fitzgerald (FG)
Droichead Ban,
Glens,
An Daingean



Cllr Brendan Griffin (FG),
Keel,
Castlemaine



Cllr Michael D O'Shea (FF)
Main Street,
Milltown

Listowel Electoral Area



Cllr Robert Beasley, (SF)
Puicin,
Doon Road,
Ballybunion



Cllr John Brassil (FF)
The Pharmacy,
Ballyheigue



Cllr Tim Buckley, (FG)
Knockane,
Listowel



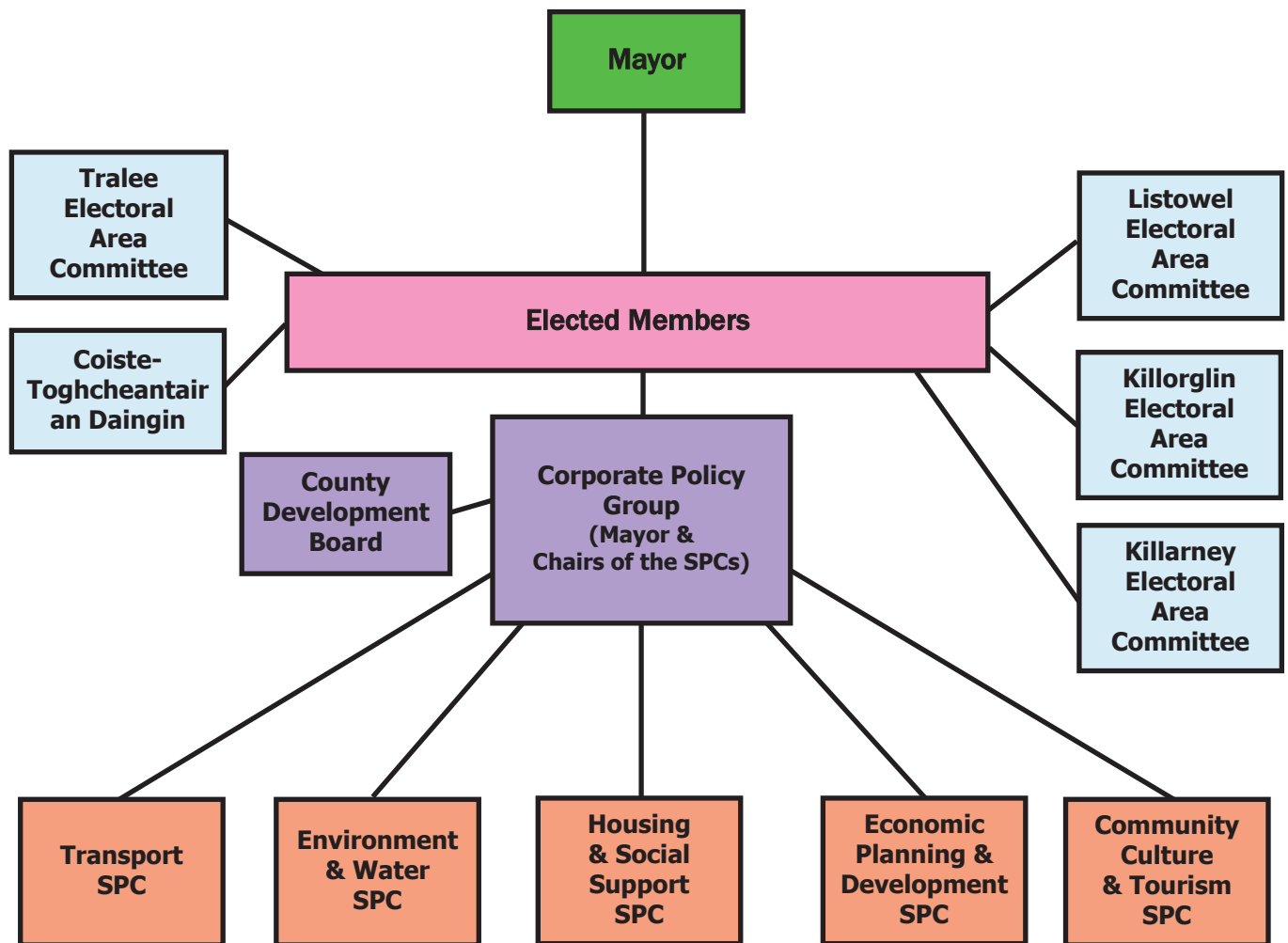
Cllr Pat Leahy, (Lab)
Clounbrane,
Moyvane



Cllr Liam Purtill (FG)
Main Street,
Ballylongford

Organisational Structure

Elected Members



Strategic Policy Committees (SPCs)

The Strategic Policy Committees (SPCs) are committees of the Council and are comprised of elected members from both Kerry County Council and the Town Councils, as well as representatives from sectors relevant to the work of each SPC. The SPCs formulate policy proposals, evaluate and report on policy implementation to the full Council.

Corporate Policy Group (CPG)

The Corporate Policy Group (CPG) consists of the Mayor of Kerry and the chairs of the SPCs. They co-ordinate the work of the SPCs and help bring policy proposals before full Council. The CPG also plays a role in preparing the budget and implementing the strategic objectives of the Council.

County Development Board

The County Development Board is comprised of the Mayor, members of the Corporate Policy Group, County Manager and representatives from the Town Councils, State Agencies, Local Development Agencies and Social Partners such as trade unions, farming organisations, and community & voluntary organisations.

Organisational Structure

Management Structure

Kerry County Manager
Tom Curran



**Director of Economic
Planning &
Development**

Michael McMahon



Area Manager
*Tralee
Electoral Area*

Town Manager
Tralee

**Director of Housing and
Community &
Enterprise**

John Breen



Area Manager
*Killarney
Electoral Area*

Town Manager
Killarney

**Director of Roads,
Transportation &
Safety**

Charlie O'Sullivan



Area Manager
*Listowel
Electoral Area*

Town Manager
Listowel

**Director of Water Services
& Emergency Services
Director of
Environmental Services**

Oliver Ring



**Director of
Corporate
Services**

John D. Flynn



Area Manager
*Killorglin
Electoral Area*

Area Manager
*Toghcheantair
an Daingin*

Head of Finance

John O'Connor



Strategic Policy Committees

Transport SPC



Chair
Cllr Patrick Connor Scarteen (FG)

Councillor	Representatives	Sectors Represented
Cllr. Tim Buckley	Carmel Walsh	Comm/Voluntary/Disadvantaged
Cllr. Michael Healy-Rae	John Boner	Trade Union
Cllr. Pat Leahy	Vacant	Agri/ Farming
Cllr. Anne McEllistrim	Michael O'Carroll	Business/ Commercial
Cllr. Jimmy Moloney (Listowel TC)	Oonagh Comerford	Environmental/Conservation/Culture

Economic Planning & Development, (Archaeology & Heritage) SPC



Chair
Cllr Pat McCarthy (FG)

Councillor	Representatives	Sectors Represented
Cllr. John Brassil	Patrick Hanafin	Trade Union
Cllr. Seamus Fitzgerald	James McCarthy	Agri/ Farming
Cllr. Terry O'Brien	Séamus O'Donovan	Business/ Commercial
Cllr. Michael O'Shea	Catherine McMullin	Environmental/Conservation/Culture
Cllr. John Sheahan		
Cllr. Cathal Walshe (Killarney TC)		

Community, Culture & Tourism SPC



Chair
Cllr Michael Cahill (FF)

Councillor	Representatives	Sectors Represented
Cllr. Robert Beasley	Andrew McCarthy	Trade Union
Cllr. Danny Healy Rae	Maura Fitzgerald	Community / Voluntary
Cllr. Bobby O'Connell	Mary Rose Stafford	Business/ Commercial
Cllr. Liam Purtill	Matt Mooney	Community / Voluntary
Cllr. Mairéad Fernane, (Tralee TC)		

Strategic Policy Committees

Environment & Water SPC



Chair
Cllr Brendan Cronin

Councillor	Representatives	Sectors Represented
Cllr. Jim Finucane	Richard Walsh	Development / Construction
Cllr. Michael Gleeson	Vacant	Agri/ Farming
Cllr. Brendan Griffin	Seamus Roche	Community / Voluntary
Cllr. Paul O'Donoghue	Patrick Casey	Environmental/Conservation/Culture
Cllr. Denis Stack (Listowel TC)		

Housing & Social Support SPC



Chair
Cllr Arthur J Spring (Lab)

Councillor	Representatives	Sectors Represented
Cllr. PJ Donovan	John O'Sullivan	Community / Voluntary
Cllr. Toireasa Ferris	Mary Grandfield	Community / Voluntary
Cllr. Tom Fleming	Eileen Mayse	Community / Voluntary
Cllr. Norma Foley	Richard Walsh	Development / Construction
Cllr. Marie Moloney		
Cllr. Pat Hussey (Tralee TC)		
Cllr. Seán O'Grady (Killarney TC)		





Profile of the County

A brief look at the county of Kerry will tell you of its location in the South West of the country, the fact that it is the fifth largest county in Ireland, with an attractive quality of life, scenic natural environment and a strong cultural tradition.

Bordered on the West and the South by the Atlantic, on the East by Cork and Limerick and on the North by the Shannon Estuary, Kerry has long been regarded as the Kingdom by those who live there.

Our lakes, our coastal scenery, our mountains and fertile valleys are seen as jewels in Ireland's tourist industry. Over the decades tourists have travelled in droves to Kerry to experience the beauty of the county. They also come to experience the culture and heritage that Kerry is so rightly proud of. With a long list of literary legends hailing from the county, Kerry is seen as a county steeped in culture, where stories are told, legends created and history made.

The Gaeltacht areas of Corca Dhuibhne and Uíbh Ráthach have played their role in this. Preserving the heritage of the Irish people, their language and culture is crucial to the identity of the county, from the writings of the Blasket Islanders, to the legacy left by the monks on Sceilg Mhichíl

While the landscape has long benefited Kerry from a tourism point of view, it has also helped to attract people to the county on a permanent basis. For those living in larger urban areas, the quality of life in Kerry has fantastic benefits. Relative ease of travel, proximity to some of Ireland's finest beaches, scenic areas, golf courses, and amenities has enticed many to visit and stay. Combined with the low level of crime, lower than average house prices, and ease of access to a high standard of education at all levels, Kerry has long been seen as an attractive place to re-locate to.

Europe's most westerly area of land, it is no surprise that the Atlantic has played a large role in shaping the county. The pounding of the waves on the Kerry shoreline has eroded the soft rock, leaving the peninsulas of Corca Dhuibhne and Uíbh Ráthach jutting out into the Atlantic. In addition, the warm waters of the Gulf Stream ensures that the county enjoys a moist moderate climate which benefits our flora and fauna, contributing greatly to our green, scenic environment, attracting tourists from around the world.

Kerry's coastline plays a crucial role in attracting visitors to the county and adds significantly to the amenity value. Our 12 Blue Flag beaches signify the quality of our coastal areas, while angling, wind surfing, and walking have a strong presence in Kerry. Additionally, the lakes of Kerry are hugely beneficial, with their scenic beauty proving to be a huge attraction, while the water quality plays a significant role in the county's angling sector.

It is the variety of Kerry's environment which plays a major role in the county, both in our economy and our culture. Over 40% of the county lies 150m above sea level, with breathtaking views and rock formations providing a stark contrast to our coastline, lakes, rivers and lowlands. While this variety of landscape has been hugely beneficial to the county from a tourism point of view, these same physical and geographical features pose challenges to Kerry County Council in the delivery of its services.

Population

According to the 2006 census, the population of the county has increased to 139,835, compared to 132,527 in 2002. It is projected that the population will increase to 151,647 by 2012.

Each of the three major towns in the county exhibits its own distinctive features. Tralee, the county town, is the administrative capital, while Killarney is the main tourist town. Listowel, based in the north of the county, has a strong cultural and literary background. The other major towns in the county, An Daingean, Ballybunion, Cahirciveen, Castleisland, Kenmare and Killorglin, all serve the large rural areas surrounding them. And the role that these towns play is crucial, for the population statistics clearly define Kerry as a rural county, with two-thirds of the population living in rural areas.

Taking Kerry as a whole, the population is widely dispersed. Large areas of Kerry have a population density of less than 10 people per Km², with a population density of 25 people per Km² in much of the rest of the county. This has an impact on the delivery of services by Kerry County Council. However, for many, such a low-density population has its advantages in terms of quality of life and environmental quality.

Profile of the County

Access

Kerry's location in the South West of Ireland, at a distance from the major urban centres, has played a key role in shaping who we are. While it has benefited the county in terms of quality of life and proved advantageous to our tourist interests, it has also disadvantaged the county in terms of attracting investment. Continued improvements to access and infrastructural links over the past decade have served to reduce that disadvantage.

As a predominantly rural county, transport links are crucial to Kerry, for travel within the county and access into and out of the county. As a result, modern, fast and well maintained access links benefit both visitors to the county, and residents.

Road access to the county is predominantly through the N21 to Limerick & Dublin and the N22 to Cork.

Over the period of the previous Corporate Plan, significant investment into the road networks, both within the county and outside, has significantly reduced the travel time to and from Kerry and improved the quality of travel.

The N21 Castleisland Bypass, currently under construction and due to open in 2010, will remove another blockage from the road network. However, it is important that agencies and local authorities continue to work together to ensure that improvements continue on these routes.

In particular, projects in Adare, Newcastlewest and Abbeyfeale on the N21 and Macroom and Ballyvourney on the N22 must begin, further improving access to the county for road users.

Similarly, the level of investment in national secondary routes, regional and local roads within the county must continue to ensure that the high standards achieved on our road networks is maintained.

Road Type	Length (Km)
National Primary	96
National Secondary	336
Regional Road	454
Local Road	3,826
Total	4,712

National Spatial Strategy National Transport Framework



Tralee-Dublin:	296 km
Killarney-Dublin (via Mallow)	303 km
Tralee-Limerick:	104 km
Tralee-Cork:	119 km
Killarney-Cork:	87 km
Tralee-Galway:	166 km
Tralee-Kerry Airport:	18 km
Killarney-Kerry Airport:	16 km

Profile of the County

Air / Train / Sea

Kerry Airport at Farranfore is located centrally in the county, serving the tourist and business needs of those accessing the county. With daily return flights from Dublin, the UK and Germany, Kerry Airport is a crucial access link. Dublin is just 50 minutes by air, compared to a 3.5 hour journey by road. In 2008, over 400,000 passengers used Kerry Airport, taking flights to and from London, Dublin and Frankfurt.

Additionally, Kerry is well served by a rail link from Tralee, serving Farranfore, Killarney and Rathmore, with nine services daily serving Dublin on a return basis. Those using rail services in the east of the county also have the option of travelling to Mallow to avail of trains on the Cork-Dublin route.

The deep water port at Fenit caters for vessels up to 5,000 DWT (deadweight tonnage). The Tarbert to Killimer car ferry located in the north of the county connects Kerry to the west of Ireland which in 2008 recorded passenger numbers in the region of 630,000. Foynes Port on the Shannon estuary & Cork Ferry Port are further water gateways to Kerry. In addition, Kerry has 57 small piers, harbours and landing areas. These are mainly used for smaller fishing vessels and leisure craft.

Employment & Industry

Currently, sectors such as tourism, construction and agriculture, fishing and farming are the dominant employment areas in the county. However, with the current economic downturn and other factors impacting on these sectors, the challenge now facing Kerry is to support and sustain these employment areas, as well as developing other sectors for business and employment opportunities.

As a county, Kerry has enjoyed and continues to enjoy a strong entrepreneurial spirit. This has seen the establishment in Kerry of companies such as Kerry Group and FEXCO, which have grown into large multi-national organisations, and which remain headquartered in the county.

In addition, established multi-national companies such as Liebherr and Astellas (formerly Fujisawa) have invested in Kerry, attracted by the excellent quality of life, the educated workforce and access to a pool of highly-skilled graduates from the Institute of Technology, Tralee and other third level institutions around Munster.

This entrepreneurial spirit has continued, with the Kerry Technology Park helping Kerry people establish and grow their ideas. Companies such as Altobridge, PulseLearning, FreeFlow and Stockbyte have prospered as a result of the support they have received. Kerry's entrepreneurial spirit has been recognised nationally, with numerous awards received.

% of Working Population	Industry
13.5%	Construction
13.3%	Wholesale / Retail
9.2%	Hotels / Restaurants
8.3%	Agriculture / Fishing / Farming



Now the challenge must be for Kerry to be to the fore of new growth areas of industry and to provide the supports, education and people who can drive these growth areas forward. The key areas identified include the Information Communication Technology (ICT) and renewable energy sectors.

The Institute of Technology, Tralee and other third level institutions in Cork, Limerick and Tipperary have a role to play in the development of graduates who can play a major role in the promotion of these sectors. Enterprise development agencies can also help to ease the way for these sectors to grow within the county.

In particular the renewable energy sector presents a huge opportunity for the county. A major growth sector around the world, Kerry is perfectly placed to take advantage of and become a leader in the renewable energy sector. Physically, the very attributes that shape this county make it a key location for the promotion of renewables. Our elevated terrain and indented coastline are suited for the development of wind and wave generating technology.

Profile of the County

Kerry County Council is playing its part through the Kerry County Development Plan 2009-2015, which contains objectives designed to promote the development of renewable energy projects. In the Plan, Kerry County Council has identified and mapped areas of the county that are suitable for the development of windfarms, while our shallow coastal waters provide us with potential sites for the development of wave-generated technology.

The challenge is for all organisations within the county: enterprise, local government, and education to come together and promote Kerry as a centre of excellence in this sector. This and the ICT sector are areas of potential growth where Kerry's distance from major urban areas is not an issue.

Other sectors have also seen the potential of the county for development. A major liquefied natural gas (LNG) regasification terminal on a 104 hectare site located on the Shannon Estuary in Ballylongford has received planning permission from An Bord Pleanála, together with the associated pipeline connecting the terminal to the national grid. There are further zoned lands available in the Ballylongford area, for compatible industries to locate, with ready access to a clean source of energy.



In addition, the former ESB Power Generating Plant in Tarbert has seen new owners Endesa put forward proposals for a combined cycle gas turbine power plant. This too will give a strong power source to the county, with the potential to attract larger industries.

As a county, Kerry must also look at supporting and promoting our indigenous micro-industries. This sector provides crucial employment at a local level throughout the county, and opportunities and markets for these enterprises must be identified and encouraged through the County Enterprise Board

Telecommunications

Given that Kerry is peripheral to the major urban centres in Ireland, a modern communication network is crucial to the county, to take advantage of advances in technology and to promote the county as a location to live in, work from and set up business in.

Already Major Area broadband Networks (MANs) have been installed in the three major towns of Tralee, Killarney and Listowel, with a link to Castleisland from the Tralee MAN, while wireless broadband networks are the key to providing a reliable, fast and cost-effective telecommunications link around the county.

Kerry Local Authorities

Together, Kerry County Council and the Town Councils of Tralee, Killarney & Listowel constitute the Kerry Local Authorities. In addition to the three main towns, An Daingean, Ballybunion, Cahirciveen, Castleisland, Kenmare and Killorglin towns play a strategic role in servicing their rural catchments as well as supporting and driving the rural economy of the County. The four Kerry local authorities have a total staff of approximately 1,500 who deliver a wide range of services and supports to local communities.





Operating Environment

"Kerry County Council provides a wide range of services and functions in co-operation with National, Regional and Local Organisations and Groups. These services and functions are provided in a changing dynamic environment, which will evolve over the lifetime of this Plan."

Introduction

This Corporate Plan is being drafted five years after the elected members adopted the previous Plan. With the election of a new Council in 2009, this plan will run for the lifetime of this Council, replacing the previous Corporate Plan. There have been significant changes globally, nationally and locally in the economic and financial environment. These changes are currently happening and the full impact of these changes is yet to be realised. It is these changes that characterise the operating environment of Kerry County Council and will have a significant impact on our ability to fulfil our mandate effectively and efficiently in the coming years.

It is anticipated that over the course of this Corporate Plan there will be significant challenges to be faced. While we cannot predict the future as confidently as before in the current operating environment, it is accepted that our operating environment will have a direct bearing on how we can react and how we can respond proactively to the challenges as they arise.

Kerry County Council will continue to remain committed to the provision of effective and efficient services and will play a lead role in the promotion of the Economic, Social and Cultural development in the County. We must respect and capitalise on Kerry's unique environment and the quality of life the County offers. We must therefore develop and enhance the County's environment whenever and wherever possible. However, the Local Authority does not operate in isolation. External and internal factors influence how it can deliver the core objectives of this Corporate Plan. Regard must be had to a number of critical factors, the most serious and unpredictable of which is the Financial Environment.

Financial Environment

Central Government Funding forms a significant element of income available to Kerry County Council. In 2008 this amounted to 55% of the revenue and 57% of the capital budget. Any reduction to these funds, combined with a reduction in locally generated income, will impact severely on our ability to deliver services and perform our functions. The financial environment has changed drastically over the past 18 months. Economic prospects and the availability of funding are now severely reduced locally, nationally and globally. These increased financial constraints will impact on our ability to operate and deliver the expected level of services, including the delivery of Capital Projects, at a time when the demand for services from the Council has grown at a considerable rate. Ensuring effective budgetary management and achieving the maximum outcomes from the limited resources available will be key objectives for the Council over the lifetime of the Corporate Plan.

Successful local authorities deliver services effectively and efficiently in a changing environment. There will undoubtedly be changes in the next five years in how services are planned and delivered. Responding to this challenge requires informed policy making by elected councils, careful resource management by the executive and effective communication between the local authorities and the communities they serve. Technological change and the adoption of e-Government policies are going to influence our method and level of service to our customers. Reduced numbers of staff within the organisation will necessitate differing work practices, staff development and training. Accepting this change is going to require flexibility and will need to be embraced by all.

In developing the current Plan, Kerry County Council has adopted the approach that we, nonetheless, should be ambitious in terms of our objectives and the quality and timeliness of the services we propose to offer to our many stakeholders.

Financial projections and economic outlooks are constantly changing. The mid-term review of the plan may present a differing financial scenario which cannot be anticipated at this time. It is hoped that this Corporate Plan will be robust, yet flexible to adapt to that change, be it favourable or not.

Operating Environment

National and E.U. Agenda

The objectives of this Corporate Plan reflect the Strategies, Policies and Guidelines developed by Government. These National Strategies in turn reflect some of the broader Strategies and Directives of the European Union.

Arising from the implementation of EU legislation there are a number of critical areas relating to drinking water standards, wastewater treatment, waste management & disposal. These place significant demands on Kerry County Council's financial and staffing resources during the period of this plan.

Some of the current key National Policy and Strategy documents include the '*National Development Plan 2007 – 2013*', the '*National Spatial Strategy*', '*Towards 2016*' and the Strategy Statements of the Government Departments of Environment, Heritage and Local Government and of Transport. This expansive strategy and policy framework determines to a large extent the focus of the Council's activities.

As a peripheral county a critical challenge is to ensure the highest priority for Kerry in terms of any new strategies that may be introduced during the period of this plan. It is a crucial challenge for Kerry County Council to ensure that we attract adequate investment into the county and ensure that we can make the strategies and frameworks benefit the county as a whole.

Society and Social Inclusion

There is a continuing national commitment to social inclusion, anti-poverty issues and access for all. This commitment is outlined in the '*National Action Plan for Social Inclusion 2007-2016*' published by the Office for Social Inclusion.

The '*National Anti Poverty Strategy*' is also one of the four basic objectives of the National Development Plan 2007 – 2013. In addition, the Local Government Act 2001 places an obligation on the Local Authority to consider social inclusion in the design and delivery of services.

Political Partnership

While it is national policy to enhance Local Government and devolve power to locally elected councils, political decisions made at National and European level greatly influence the services and the ability of local authorities to deliver these services.

Kerry County Council appreciates the value of a positive working partnership involving our Elected Members, our staff, our customers and the general public and acknowledges partnership's importance in the future development of this organisation and in the management of change.

External partnerships, such as the Council's co-operation with regional partners and adjoining local authorities continues. A co-ordinated approach with other service providers is facilitated through a number of sub-structures of the County Development Board, with areas such as tourism, transport, enterprise, social inclusion and agriculture covered. The continued development of meaningful partnerships with our local community, through the Community and Voluntary Forum and in particular with the Strategic Policy Committees and the County Development Board assist us in adopting the policies which will best serve our customers.

The establishment of the Workplace Partnership Committee in Kerry County Council, consisting of a co-operative process involving unions, management and staff provides us with a very effective mechanism for reviewing our work practices and processes. It allows us to determine improvements which will result in better service delivery and more satisfying working arrangements.

This Partnership Committee provides increased opportunities for employees at all levels in the organisation to participate in decision making. It recognises the important contribution staff can make to improve the organisation.

Performance Management

Performance measurement is now the accepted norm across all Local Authorities and annual measures are reported nationally by the production of Service Indicators. These Service Indicators allow the performance of Kerry County Council to be benchmarked against other Local Authorities. Local Authorities operate in an increasingly open, transparent manner and in today's competitive environment, the public service must demonstrate its ability to deliver services of high quality, on time and cost effectively. This measurement is just one element in the core value of the organisation to achieve value for money across all our services.



Operating Environment

Information Communication Technology

Information Communication Technology (ICT) is increasingly central to the delivery of quality local services. Kerry County Council has developed many sophisticated new systems in conjunction with the Local Government Computer Services Board. These provide for a more effective and efficient delivery of services through the use of ICT for the people that we serve.

Kerry County Council will support the expansion of Broadband service countywide to allow widespread delivery and enhancement of services through the medium of ICT into the homes of the people.

Regulatory

Local Authorities are obliged to ensure that legislation and regulations in many areas such as the environment and planning are implemented and enforced.

The role of local authorities in the area of environmental protection and enforcement has also expanded enormously in recent years. This includes areas such as the monitoring and regulation of standards.

The regulatory obligations now rest with Local Authorities, and in many cases, without any funding source being identified. This will present a considerable challenge for Kerry County Council at a time when the Council's funding resources are coming under pressure from all areas.

This is a very important function which impacts on the daily lives of all our people. An expansion in the role of Local Government in recent times has seen Local Authorities move from being largely service providers to a playing a much broader role in relation to regulation- either in the specification or monitoring of standards or, where necessary, taking action on enforcement.

Governance & Accountability

The principles and processes of governance and accountability in Local Authorities have received much attention and have been the subject of continued reform and review in recent years.

With the current economic downturn, this accountability has come under greater scrutiny, by both regulators and the public at large. Governance arrangements in the public sector are closely examined and sometimes severely criticised.

High profile failures of governance, accountability and oversight arrangements attract attention and can taint an organisation as a result.

Local Authorities, through the oversight role played by elected members, have long had a transparency to their dealings and this has been strengthened recently.

The introduction of the non-executive Audit Committee will play a key role in corporate governance to ensure compliance and conformance with statutory powers and professional obligations, risk management, audit/assurance and value for money.

Staff and management have responsibility in ensuring an effective Internal Control System and a robust control environment, both of which are central to strong corporate governance.

The Council will continue to incorporate risk assessment as part of the strategic and operational planning and decision making processes to ensure effective management of potential risks and opportunities.

Through ethics legislation the Council will strive to ensure compliance with best practice in governance, accountability obligations and risk management.

Summary

The preparation of this plan is being carried out in very uncertain times. This uncertainty and the changing economy will definitely mean that our Operating Environment over the lifetime of this plan will be very difficult. It is hoped that the core values adopted within this plan will be strong enough to meet the changes as they occur and yet flexible enough to meet the challenges of the future. All stakeholders, the people of Kerry, Elected Representatives, visitors to the County and Local Authority Staff have a role to play in supporting this Plan and to contribute to it in a positive way, thus ensuring its delivery over the lifetime of the Plan.

The Corporate Plan Process

The Corporate Plan is Kerry County Council's main organisational-wide strategic approach

The Plan deals with the objectives and priorities for each of its principal activities and the manner in which the authority proposes to assess its performance in support of the strategic objectives outlined in the plan.

Once adopted by the elected members, it sets out in broad terms the work which we propose to achieve over the lifetime of the plan and provides an insight into the approach being pursued by us for the development of the County and the improvement of service delivery. It also includes the approach being adopted by Tralee, Listowel and Killarney Town Councils.

Structure of the Corporate Plan

The Corporate Plan is structured to focus on the strategic objectives and core values that will influence the way in which quality services are to be developed and delivered. The Plan reflects the challenges facing the Local Authority in developing and delivering these services, such as bringing a customer based focus to the strategies identified in the Plan, while embracing social inclusiveness and equity.

Providing modern customer services in a dynamic environment requires the Local Authority to set specific targets for achievement and measurement against best practices in both the public and private sectors. The Corporate Plan is structured to set out a framework to achieve that, while annual implementation plans will provide the essential details of how the various strategies are being delivered.

Process

The process of developing this Plan included a review of the Council's Mission Statement, as well as consideration of the organisation's core objectives and the supporting strategies to bring them to fruition. To ensure full transparency and a partnership approach, extensive consultation took place involving Elected Representatives, all Council Staff, Kerry Local Authorities' Partnership Committee, the Kerry County Development Board and Members of the Strategic Policy Committees. This consultation ensured a high level of ownership from all stakeholders. The Corporate Plan 2009 – 2014 was endorsed and adopted by the elected members of Kerry County Council at its meeting on November 16th, 2009.



Review of Corporate Plan 2005-2009

This is just a sample of the services and projects that Kerry County Council has delivered for the people of Kerry during the course of the 2005-2009 Corporate Plan:

502 group houses, 232 voluntary housing units and 38 single rural cottages were constructed.

In addition a further 73 houses were acquired for social housing.

1,072 tenancies were allocated during the period of the plan.

€14m was allocated in grants to assist the elderly with repairs to their homes and to assist people with a disability.

267 tenants had central heating installed in their homes.

A number of major road improvement schemes were completed, including the N21 Ballycarty to Tralee and Castleisland to Abbeyfeale, as well as the N22 Gortatlea to Farranfore.

€241.5m was spent on National and Non-National Roads in the County during the period of the Plan. The majority of National Secondary, Regional and Local Road improvements were carried out and supervised by Kerry County Council staff.

A total of 114kms of National Secondary and 1,203 kms of Regional and Local Roads were improved.

A major reorganisation and modernisation of the refuse collection service was carried out.

This has led to improved efficiency and has underpinned the economic viability of the service. The refuse collection fleet was upgraded, bins for recyclables were provided to our customers and a new electronic payment system was introduced.

An extension to our landfill at Muingnaminnane at a cost of €6.5m is nearing completion to cater for the future waste disposal needs of the County.

The resources of the Fire Service were strengthened by a major extension to Tralee Fire Station and the delivery of 3 Sky Lift Hydraulic Platforms, 2 Fire Engines and other vehicles.



Kerry County Council's commitment to energy conservation was recognised at the Chambers Ireland Excellence in Local Government Awards in 2008.

The Council's project, which focused on improving efficiencies and reducing electricity costs in the Water Services Department captured the Chambers Ireland Inaugural Energy Conservation Award. Kerry County Council now purchases 70% of its electricity from the independent market.

The LAQuotes.ie system, an online procurement system developed by Kerry County Council is now used by 32 Local Authorities in Ireland and has revolutionised the way suppliers submit annual quotations. This is an excellent example of a shared service where Kerry County Council continues to manage the system.



Review of Corporate Plan 2005-2009

Kerry County Council's Planning Department produced 16 Local Area Plans incorporating individual plans for 87 settlements across the County.

The work completed a framework of plans regulating the development of settlements in a co-ordinated coherent manner.

The plans were completed in accordance with the overall strategy set down in the Kerry County Development Plan 2003 - 2009.

The review of the County Development Plan built on the strategy developed through the Local Area Plan process "to develop an integrated vision for the interaction of the settlements and clear future development potential and needs".

This will facilitate the identification of infrastructural needs into the future. The County Development Plan 2009 - 2015 was adopted on 6th April 2009.

Water meters were installed for 17,000 non-domestic customers as part of the Water Metering Programme.

The programme has assisted in uncovering leaks/wastage in the water supply system that may otherwise have remained unnoticed and has led to considerable water conservation benefits.

A total of 35,000,000 cubic metres of potable water (7.6 billion gallons) is produced annually for 41,000 customers.

A total of 70 public water supply schemes are operated and maintained. A new water supply scheme was built in Caherciveen and major network extensions / upgrades were provided at Rathmore, Lisselton, Waterville and Kenmare at a cost of €28 million.

New Sewerage Schemes were constructed in Ballyheigue and Sneem. Barraduff, Firies, Milltown and Waterville were provided with new / upgraded sewer networks at a cost of €24.8m.

Wastewater treatment plants at Ballybunion, Ballyheigue, Cahirciveen, Listowel, An Daingean, Kenmare, Killorglin, Killarney and Tralee were maintained and operated.

Kerry Local Authorities were O2 Ability Award Winners in 2005 and 2006 for promoting Best Practice in the employment and inclusion of people with disabilities.

New and extended Burial Grounds were provided in Ballybunion, Cill Maolchéadair, Cill Chuáin, Lios Póil, Rathmore, Ballyheigue, Dún Chaoin, Finuge and Galey while significant upgrades were carried out in 20 other graveyards.



Over the last five years there has been an unprecedented growth in housing development across the County. During the period 2005 - 2008, our Planning Department issued an average of 3,500 planning decisions per annum and investigated an average of 460 complaints from members of the public.

Review of Corporate Plan 2005-2009

Policies & Strategies launched

Kerry County Development Plan 2009-2015

Access for All Implementation Plan 2007

Kerry Library Development Plan 2007

Traveller Accommodation Programme 2009-2013

Kerry Traveller Inter-Agency Strategy 2007-2010

Heritage & Biodiversity Plan 2008-2010

Kerry Road Safety Strategy 2008-2012

Taking in Charge of Housing Estates Policy (June 2008)

Beach & Watercraft Bye-laws (2007)

Scéim Gaeilge 2009

Building a House in Rural Kerry Design Guidelines (July 2009)



The Blue Flag Beach programme continued to bring success to Kerry, with 12 Blue Flags coming to the County on an annual basis, among the highest in the country.

40 schools received Green Flags, bringing the total number of Green schools in Kerry to 68

A new Library Development Plan was launched.

New Libraries at Killorglin and Castleisland were opened, as part of the new Area Services Centres. Two mobile library vehicles were launched, serving 86 stops around the county. New Kerry Library logo and website launched.

The development of new Area Service Centres incorporating new offices and libraries in Killorglin and Castleisland has enhanced service delivery at area level for our customers.

Eleven new playgrounds were provided at the following locations -
Ardfert
Fenit
Rossbeigh/Glenbeigh
Sneem
Kenmare
Killorglin
Ballybunion
Ballyheigue
Caherciveen
Waterville
Brandon/Cloghane
Listowel

The development of Ballyseedy Wood outside Tralee as a wonderful amenity shows what can be achieved by groups working in Partnership. The Ballyseedy Wood Action Group, who originally bought the wood from Coillte along with Kerry County Council and the Department of Agriculture & Food, worked together to bring this project to fruition. The provision of pathways and guided walks through the wood will ensure that it will be enjoyed by both young and old for many years to come.

An Daingean Civic Amenity Site was opened to the general public during June 2008 providing extensive recycling facilities to West Kerry.

This facility was developed at a cost of €2.2m and was financed with grant funding of €1.4m from the EU and DoEHLG and the remainder from Kerry County Council's own resources.

New piers were constructed at Baile an tSceilig and Bunavalla. Existing pier facilities were improved at Scraggan, Maharees and other piers and landing areas.

Directorate Objectives & Key Actions

Key Strategic Objectives



Directorate Objectives



Key Actions

Housing & Social Support

The Housing Department provides accommodation for people through the direct provision of housing for rent and also promotes home ownership through the various loan schemes.

Strategic Objectives 2009-2014	Directorate Objectives 2009-2014	Key Actions 2009-2014	Measures
Lead the planning and development of the economic, social, physical and cultural infrastructure of the County.	<p>We will provide dwelling units, within available budgets, to meet the housing needs of those who cannot provide their own home.</p> <p>Ensure that all of our housing developments have suitable and appropriate recreation and community facilities.</p> <p>We will provide for the needs of people with disabilities, elderly and travellers through our accommodation programmes.</p>	<p>To meet the objectives contained in our Housing Action Plan.</p> <p>Work with communities to involve them in management of their areas</p> <p>Ensure consideration of those with particular needs forms part of our decision making on purchase/lease of suitable properties.</p>	<ul style="list-style-type: none"> • Achievement of Housing Action Plan targets. • Enhancement of ownership by local communities.
Promote and support active citizenship for the development of socially inclusive sustainable communities.	<p>Develop policies for greater involvement and ownership by tenants in management of their areas.</p> <p>Actively pursue the development of a community engagement policy within the Directorate.</p>	<p>To meet the objectives contained in our Housing Action Plan.</p> <p>Present discussion papers and draft policy to SPC for consideration and adoption.</p> <p>Bring Community Engagement Policy to fruition through SPC.</p>	<ul style="list-style-type: none"> • Enhancement of ownership by local communities. • Policy adopted and Tenant Liaison Section enhanced. • Community Engagement Policy adopted and rolled out to communities.
Deliver quality services to our people and visitors in an efficient, friendly and helpful manner.	<p>We will provide all housing services in a customer focussed manner.</p> <p>Ensure our practices are efficient and of the highest quality.</p> <p>Ensure all staff are fully trained in best practice customer service and standards.</p>	<p>Review the delivery of service at customer interface points and enhance if necessary.</p> <p>Benchmark our practices against Centre for Housing Research best practice models</p> <p>Audit customer service training of all staff.</p>	<ul style="list-style-type: none"> • Decrease in number of complaints • Change in practise to better serve the needs of the customers • Better use of ICT to deal with customers

Housing & Social Support



Strategic Objectives 2009-2014	Directorate Objectives 2009-2014	Key Actions 2009-2014	Measures
Deliver a best value for money ethos through all our operations.	<p>Ensure all services are delivered at best available cost</p> <p>Constantly review capital and revenue spend to ensure best cost is achieved.</p> <p>Ensure other models of delivery of service at best cost are considered and appraised regularly</p>	<p>Constantly review models for delivering best value for money</p> <p>Provide dedicated staff member with remit of financial oversight and VFM delivery.</p> <p>Actively engage with Local Government Audit Service Housing Maintenance Cost Review.</p>	<ul style="list-style-type: none"> • VFM becomes part of everyday management considerations. • Comparison with Housing Services. • Compare costs nationally through the National Service Indicators. • Best practice models of VFM implemented.
Protect the environment of our County through high quality regulation and enforcement.	<p>Ensure all housing units built/leased/acquired meet highest environmental standards.</p> <p>Ensure no actions of the Housing Directorate interfere or impinge on our pristine environment.</p>	<p>Ensure all leased/acquired units meet minimum BER Certification.</p> <p>Ensure all proposals for provision of housing are considered in accordance with obligations on Local Authorities for protection of the environment.</p>	<ul style="list-style-type: none"> • Environmental Standards met. • All proposals for housing provision do not impact negatively on the environment.



Roads, Transportation & Safety

The Roads and Transportation Section has responsibility for the improvement and maintenance of 4,712km of road network, Piers & Harbours, Coastal Protection and Walking & Cycling Routes

Strategic Objectives 2009-2014	Directorate Priorities 2009-2014	Key Actions 2009-2014	Measures
Lead the planning and development of the economic, social, physical and cultural infrastructure of the county.	Upgrade Strategic Transport Infrastructure in the County, with the Department of Transport and the NRA	<p>We will seek sufficient funding from the Department of Transport and NRA</p> <p>Provide a sustainable own resources funding mechanism</p> <p>Progress upgrading of National Primary & Secondary Roads and Strategic Regional and Local Roads</p> <p>We will support Kerry Airport and Transport Service Providers in the County in enhancing the delivery of their services</p>	<ul style="list-style-type: none"> • Construct the N21 (Castleisland By-Pass) and the N22 (Tralee By-Pass and Tralee – Bealagrellagh Road) • CPO and EIS for the N22 (Killarney – Farranfore Road) complete. • 30km of National Secondary Roads upgraded • Preferred routes for Listowel, Killorglin and Kenmare National Secondary By-Passes identified • Access from the N69 to the Strategic Tarbert/ Ballylongford Industrial landbank upgraded • An own resources funding mechanism for the design and development of relief roads, identified in Local Area Plans will be provided • Planning approval for An Daingean Relief Road, Tralee Northern and Western Relief Road, Castleisland Inner Relief Road, Kenmare Eastern Relief Road considered by Council • Kerry Airport services retained and expanded • Quality public transport services maintained
	Provide a safe road network for all road users	<p>Seek sufficient funding from the Department of Transport and the NRA</p> <p>Deliver on an approved Annual Roadworks Programme for maintenance and improvement of the existing road network.</p> <p>Regulate and increase car parking provisions in all major towns in the county</p>	<ul style="list-style-type: none"> • Annual Roadworks programme fully complete • 900 km of existing roads improved • Bye-laws prepared and implemented for improved traffic control and parking management, including paid parking in all major towns

Roads, Transportation & Safety



Strategic Objectives 2009-2014	Directorate Objectives 2009-2014	Key Actions 2009-2014	Measures
Deliver quality services to our people and visitors in an efficient, friendly and helpful manner	Promote the development of high quality amenities in the County, for the benefit of our citizens and visitors	<p>We will develop walks, cycleways and amenity facilities in the county, with the voluntary sector</p> <p>Promote our natural amenities and develop water based tourism facilities</p>	<ul style="list-style-type: none"> • Improve the quality of National Walks & Cycle Trails in the county • Develop a sustainable River Lee walkway/cycleway in Tralee • Playgrounds provided in all our major towns and maintained to a high standard • 13 Blue Flag Beaches will be maintained • Development of a marina in Knightstown • Categorise & Prioritise the upgrading of our 57 piers/ landing zones in Kerry
Develop a best value for money ethos through all our operations	Ensure value for money in the delivery of our services	<p>We will assess and evaluate all resources required to deliver our services</p> <p>We will use an appropriate procurement process to get the optimum value for the supply of plant and materials.</p> <p>Use any available technologies in order to develop greater efficiencies in the delivery of services</p>	<ul style="list-style-type: none"> • Value for money demonstrated in the procurement of plant hire, goods and services • Increase on-line vehicle taxing to 50% of all transactions

Environmental Services

The protection of the environment of Kerry is a key priority. This is achieved through the provision of services for environmental protection and waste management.

Strategic Objectives 2009-2014	Directorate Objectives 2009-2014	Key Actions 2009-2014	Measures
Lead the planning and development of the economic, social, physical and cultural infrastructure of the county	We will ensure the provision of the appropriate waste management infrastructure for the county	<p>We will provide adequate landfill capacity to meet the anticipated needs over the period 2009-2014</p> <p>Provide and maintain the required waste recycling infrastructure for the period 2009-2014</p>	<ul style="list-style-type: none"> • Complete the development of additional cells at North Kerry Landfill • Develop and maintain the waste transfer station/civic amenity network within the county. • Ensure the provision of an appropriate bring-bank network throughout County Kerry.
Promote and support active citizenship for the development of socially inclusive sustainable communities.	We will ensure that the public are made aware of and kept informed on environmental matters.	We will continue the work done to date on raising awareness among the general public on environmental matters	<ul style="list-style-type: none"> • Work with community groups, local media outlets and other organisations to advise and inform on environmental matters. • Continue our participation in the Green Schools Project and other youth-focused environmental initiatives.
Deliver quality services to our people and visitors in an efficient, friendly and helpful manner.	We will ensure the provision of effective and comprehensive waste collection and acceptance services within County Kerry	We will continue the provision of an appropriate waste collection service.	<ul style="list-style-type: none"> • Monitor and assess the level and extent of collection service considered appropriate to the county's needs and ensure the provision of same. • Work with stakeholders to ensure Bin ID system is used to its full potential.

Environmental Services



Strategic Objectives 2009-2014	Directorate Objectives 2009-2014	Key Actions 2009-2014	Measures
Deliver a best value for money ethos through all our operations.	We will ensure the continued promotion of sustainable development throughout the organisation, through the implementation of energy- efficient policies within County Kerry.	Implementation of KLA Energy Management Action Plan	<ul style="list-style-type: none"> • Continue and expand on the work carried out to date on the minimisation of energy usage with Kerry Local Authorities. • Continue the identification of alternative and renewable energy sources available to Kerry Local Authorities. • Provide training and advice on energy matters to all departments and services in Kerry Local Authorities.
Protect the environment of our county through high quality regulation and enforcement	We will ensure the protection and improvement of the environment of the county through the implementation of environmental legislation.	<p>Progress the aims of the EU Water Framework Directive and protect and improve water quality throughout the county.</p> <p>Ensure the implementation of and compliance with the provisions and requirements of national environmental legislation</p>	<ul style="list-style-type: none"> • Provide a prompt and efficient service in response to reported environmental pollution incidents and unauthorised environmental activities. • Work with local communities and state agencies to tackle unauthorised activities. • Ensure that enforcement activities are carried out in accordance with best practices and in line with the EU Recommended Minimum Criteria for Environmental Inspections • Maintain & protect our 12 Blue Flag Beaches



Water Services & Emergency Services

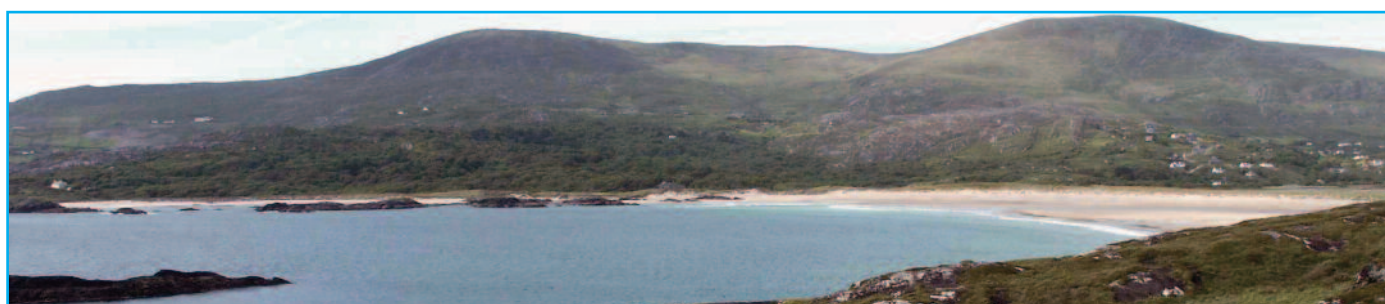
The provision of water and wastewater infrastructure throughout the county enables us to provide quality drinking water to the citizens and visitors to our county, and to dispose of waste water in an environmentally friendly manner.

Strategic Objectives 2009-2014	Directorate Objectives 2009-2014	Key Actions 2009-2014	Measures
Lead the planning and development of the Economic, Social, Physical and Cultural infrastructure of the County	<p>Plan for the strategic water services needs of the County</p> <p>Deliver the Water Services Investment Programme – Water Schemes</p> <p>Deliver the Water Services Investment Programme – Wastewater Schemes</p>	<p>Prepare Water Services Strategy Plan</p> <p>Prepare Assessment of Needs</p> <p>Develop a 20 year County Wastewater & Sludge Strategy</p> <p>Progress all water supply and wastewater schemes on the programme</p>	<ul style="list-style-type: none"> • Plan prepared • Assessment of Needs prepared • Wastewater & Sludge Strategy prepared and implementation begun • List of projects advanced & completed
Deliver a best value for money ethos through all our operations	<p>Improve Value for Money in Service Delivery</p>	<p>Re-organise management and operational structure</p> <p>Put in place new performance and financial managements systems to reduce costs</p>	<ul style="list-style-type: none"> • New structures in place • Benchmark performance of plants against industry standards • Utilise best procurement practices
Deliver quality services to our people and visitors in an efficient, friendly and helpful manner.	<p>Provide adequate quantities of high quality drinking water</p> <p>Manage waste water in an environmentally friendly manner.</p>	<p>Improve compliance with the Drinking Water Regulations</p> <p>Maintain security of supplies</p> <p>Maintain continuity of supplies</p> <p>Improve water supply infrastructure</p> <p>Comply with conditions of Waste Water Discharge Licences/ certificates for discharges from sewerage systems</p>	<ul style="list-style-type: none"> • Meet national compliance levels for water quality standards • Prepare Drinking Water Safety Plans for all schemes and new Drinking Water Incident Response Plan • Reduce unaccounted-for-water by 10% • Replace 30km of sub-standard watermains • Provide barrier treatment for all surface water supplies • Provide new water treatment plant and three new reservoirs for the Central Regional Supply Scheme • Improve infrastructure as required by licences & monitor all discharges to ensure compliance

Water Services & Emergency Services

The role of the Fire Service is to reduce death and injury, damage to property, and damage to the environment from fire and other emergencies. The section also regulates construction standards of new buildings and enforces compliance with fire safety standards.

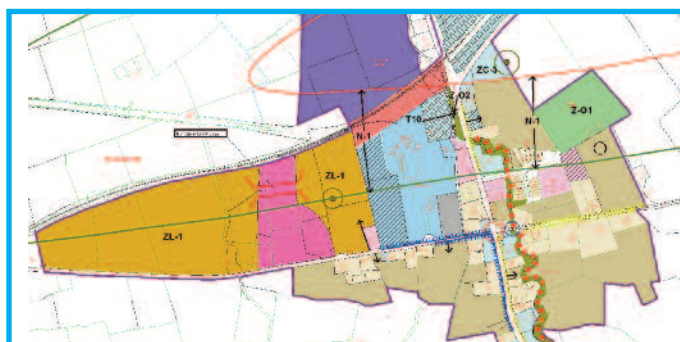
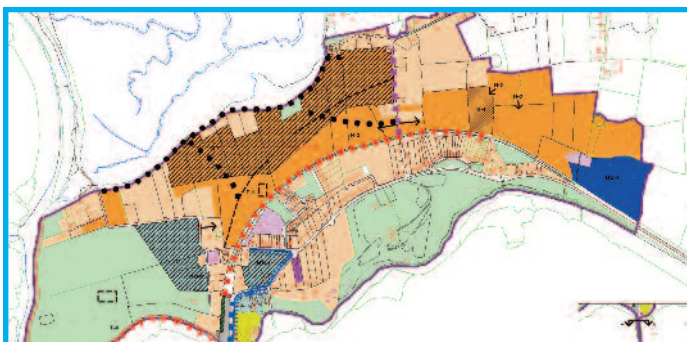
Strategic Objectives 2009-2014	Directorate Objectives 2009-2014	Key Actions 2009-2014	Measures
Deliver quality services to our people and visitors in an efficient, friendly and helpful manner.	Provide quality fire and rescue and emergency services for the county Provide quality fire prevention services	Provide quality <ul style="list-style-type: none"> • Trained personnel • Fleet • Buildings • Equipment throughout the county Provide quality <ul style="list-style-type: none"> • Fire safety inspection programmes • Community fire safety programmes • Trained and competent firefighters and Fire Officers 	Appropriate numbers of <ul style="list-style-type: none"> • Trained personnel; • Quality front-line fleet (average age kept at less than 9 years) • Properly functioning Fire Stations & equipment • Maintain average response time at 6:00 minutes maximum Deliver: <ul style="list-style-type: none"> • Inspection targets met • Primary Schools Programme • Smoke Alarm Programme • Public education on fire safety • Trained Fire Prevention staff
Protect the environment through high quality regulation and enforcement	Protect the built environment by providing a quality Building Control Service	Provide <ul style="list-style-type: none"> • Building Control Inspections to Building Regulations requirements • Fire Safety Certificate process • Building Energy Regulation (BER) checking process • Enforcement of Building Regulations • Trained and competent Building Control Staff 	<ul style="list-style-type: none"> • Inspect 25% of buildings with Commencement Notices • Process 100% of Fire certificate applications • Issue notices for BER certificates & follow up on non-compliances • Prosecute serious breaches of Building Regulations • Building Control staff trained to a high standard



Economic Planning & Sustainable Development

Our aim is to ensure that development is planned in accordance with principles of sustainability, facilitating long-term economic and social progress, and promoting the efficient use of land, resources and infrastructure and safeguarding the natural and built environment.

Strategic Objectives 2009-2014	Directorate Objectives 2009-2014	Key Actions 2009-2014	Measures
Lead the Forward Planning and Development of Infrastructure in the County	We will provide a planning policy framework for sustainable integrated development and infrastructure	Prepare plans and guidelines which will provide for the spatial management of the County and which will guide members of the public, communities, developers and agents	<ul style="list-style-type: none"> Put in place the appropriate arrangements for the completion of Local Area Plans for the following Functional Areas: <ul style="list-style-type: none"> Primary Functional Areas Castleisland. Kenmare Killorglin An Daingean Caherciveen Listowel Local Functional Areas Ballybunion Castlegregory Rathmore Sneem Waterville Liaise with other Departments (Roads, Water, Environment) to advance the provision of infrastructure in the County to facilitate economic development. Promote and protect the heritage and archaeological richness of the County.



Economic Planning & Sustainable Development

Strategic Objectives 2009-2014	Directorate Objectives 2009-2014	Key Actions 2009-2014	Measures
Promote and support active citizenship for the development of socially inclusive sustainable communities.	We will provide a high quality customer focused planning management system	We will introduce a quality control system for development management	<ul style="list-style-type: none"> • Continue to provide on-site pre-planning service to applicants for single rural dwellings. • Continue to provide an office based pre-planning service on a weekly basis • Ensure consistency and transparency in the application and interpretation of development plan policy in the assessment of all planning applications.
Deliver a best value for money ethos through all our operations	Regulate and control all developments within the County to ensure a high standard of development.	To ensure all developments are in compliance with statutory regulations.	<ul style="list-style-type: none"> • Investigate all complaints of unauthorised development. • Ensure that appropriate legal bonds and agreements are submitted. • Ensure that the conditions attaching to bonds are appropriate and enable the Council to call in and apply the bond where necessary. • Arrange full inspection and surveys of housing estates during construction and on completion. • Continue the development of systems to deliver e-planning services.
Deliver quality services to our people and visitors in an efficient, friendly and helpful manner.	<p>We will endeavour to make good communications a key part of our business</p> <p>Introduce constant review of systems in Development Management to ensure continued efficiency and consistency</p>	<p>We will continue to maintain and update our Communications Policy.</p> <p>Continuous examination of work processes by Senior Management</p>	<ul style="list-style-type: none"> • Continue to review the Planning Department's website to ensure full, up-to-date and accurate information is available. • Organise information / advisory seminars for planning agents on the planning process



Community, Culture & Recreation

The Community and Enterprise Department supports the County Development Board (CDB) and the development of policies and initiatives with a social inclusion and enterprise focus for Kerry County Council and the other Kerry Local Authorities.

Strategic Objectives 2009-2014	Directorate Objectives 2009-2014	Key Actions 2009-2014	Measures
Lead the planning & development of the Economic Social, Physical & Cultural Infrastructure of the County.	<p>Provide assistance through various work programmes and statutory structures available.</p> <p>Provide a modern, responsive, inclusive library service.</p>	<p>Formulate a leadership agenda for each of the structures in which the department is involved.</p> <p>Promote access to information and lifelong learning through various resources, including book stock, online sources, events programming, adult, children's and young adult services and support of national initiatives.</p>	<ul style="list-style-type: none">• Through the County Development Board, provide the structures and policies locally to ensure delivery of services on the ground throughout County Kerry.• Statistics, including number of issues, actual library visits and usage of online resources.
Promote active citizenship to develop socially inclusive sustainable communities.	<p>Utilise existing structures and agencies to promote social inclusion.</p>	<p>Promote, provide and assist leadership within community development organisations and agencies to ensure active participation.</p> <p>Promote and assist this process across Kerry Local Authorities.</p>	<ul style="list-style-type: none">• Identify customer base.• Identify customer needs.• Provide constant and regular monitoring to ensure structures are working within the county.
Deliver quality service to our people and visitors in a friendly, efficient and helpful manner.	<p>Ensure that courtesy, punctuality and efficiency are in evidence at all times.</p>	<p>Provide staff training in all disciplines relevant to customer care.</p> <p>Ensure staff are fully briefed with organisational developments.</p>	<ul style="list-style-type: none">• Review continuously at Service Review Meetings.• Utilise the Customer Care Liaison Team to ensure monitoring of delivery.

Community, Culture & Recreation

Strategic Objectives 2009-2014	Directorate Objectives 2009-2014	Key Actions 2009-2014	Measures
Deliver a best value for money ethos through all our operations.	Strive to achieve value for money in all the department's actions.	<p>Comply with best practice guidelines and published reports on value for money.</p> <p>Utilise technology to economise in communications.</p> <p>Utilise existing council meeting facilities as much as possible.</p>	<ul style="list-style-type: none"> Constantly review expenditure and costs to ensure budget compliance.





Financial Management

The Finance Department comprises Budgetary and Treasury Management, Financial Control, Governance, Revenue Management and Collection, Payroll and Creditor Payments.

Our Aim for the period 2009-2014 is to maintain financial stability and probity throughout the organisation through sound budgetary processes, treasury and income management, procurement and good governance, ensuring long term sustainability of delivery of services.

We will maximise our work programme to deliver successful outcomes to achieve the Strategic Objectives of this Corporate Plan and will provide the necessary leadership and support in that context.

As the uncertainty surrounding the global and national economic environment prevails, effective budgetary management and achievement of maximum outcomes from the resources available will be key objectives for the Council over the coming years, and will require a sharper focus than ever before.

Management of the long and short term finances of the Council, the securing of income and the establishment of internal audit procedures will ensure the organisation can meet its liabilities in the long and short term.

We actively promote best practice in the areas of Risk Management and Corporate Governance and these, combined with the principle of Value for Money, encourage efficiency and ensure a more transparent and robust accounting and financial environment.

To maximise the service delivery of the Finance function, annual work programmes and performance measures will be stated in the annual Finance Operational Plan. These will provide a basis upon which to measure our performance in pursuance of the following key objectives:

Key Objectives

- **Prepare a soundly based annual Budget within the prescribed format and statutory timeframe, and actively manage thereafter**
- **Maximise Income from all sources**
- **Maintain accurate and robust accounting records in accordance with modern accounting standards**
- **Minimise risk and promote Corporate Governance**
- **Review and develop our procurement processes, systems and procedures to secure improved cost effectiveness in all procured goods and services.**
- **Investigate and develop opportunities to maximise use of shared services at a corporate level**
- **Lead and promote cost effectiveness and value for money ethos across the organisation**

Corporate Services

The Corporate Services Directorate is comprised of the Human Resources, Corporate Affairs, and Information Communication Technology (ICT) sections.

The Directorate is responsible for the development and maintenance of the Management Structures & Systems that underpin and support the Council's Core Values.

The Directorate will provide a range of key services to the people of Kerry and to the elected members and will support all the operations of Kerry County Council in delivering the Strategic Objectives of our Corporate Plan.

The Directorate will also provide support and shared services to the Town Councils of Tralee, Killarney and Listowel

Corporate Affairs

The Corporate Affairs Department will support the delivery of our key Strategic Objectives by

Enhancing Democracy through

- Provision of Support Services to the Elected Council as a Corporate Body
- Ensuring that our Elected Members are provided with the information, training, advice and facilities required by them to enable them to carry out their role

Fulfilling its Corporate Role through

- Delivery of Quality Customer Services in a friendly and helpful manner
- Promotion of a positive corporate image
- Ensuring that statutory procedural and ethical requirements are complied with in respect of the operation of the Council
- Promotion of universal access for all to our services and facilities

Delivering services in the areas of

- Management of our Corporate Buildings, Higher Education Grants and Registration of Electors
- Implementation of the Official Languages Act and to promote the use of Irish in the Organisation



Corporate Services

Information Communication Technology

The Information Communication Technology (ICT) Department will support the delivery of our key Strategic objectives by the provision and management of our ICT Infrastructure & Systems:

The ICT Department will develop an ICT Strategy and Action Plan for Kerry Local Authorities 2010-2014 which will identify and prioritise the areas in which investment in ICT infrastructure can make Council services more efficient in each of the major business areas.

We will also Map out the technology architecture and environment of the council, define policy areas and programmes of work in terms of server strategy, desktop strategy, network strategy, voice and data convergence, security, data protection, application development and procurement and support services.

We are also committed to adopting the relevant components of the IT Infrastructure Library® (ITIL) Framework.

ITIL is the most widely accepted approach to IT service management in the world and is also a best practice framework for both the public and private sectors. ITIL facilitates the organisation of IT resources to deliver business value, and it also documents processes, functions and roles in IT Service Management.

The adoption of ITIL will be reflected in our functions, our operations and our contracts and will give rise to the development of a significant service measurement set over the lifetime of this plan.

The ICT Department will also implement a Shared Services models in the sector. This is made possible by the development and application of shared ICT infrastructure, the development and application of shared business processes and the implementation of appropriate governance structures.

The ICT Department is also committed to management and support of:

- ICT infrastructure including all Network, Server and Desktop resources
- Kerry County Council's Information Systems (business applications)
- Kerry County Council's websites and online informational and transactional services.
- Kerry County Council's electronic datasets
- Data and system security
- Privacy (Data Protection compliance)
- ICT Support Services to Staff, Councillors and members of the public

Corporate Services

Human Resources

We will facilitate the ongoing development of HR best practice to ensure that we have a skilled, motivated and committed workforce to deliver optimum standards of service.

In delivering on its Key Strategic Objectives the Council will underpin the management of our staff and influence their behaviour through the following HR guiding principles:

- A culture of quality customer service, transparency and value for money;
- A culture of respect for the diversity of employees and providing them with a flexible and quality working life;
- A committed and flexible workforce able to adapt to the changing needs of the organisation and their individual roles;
- Ensure that employees reach their full potential in a safe, open and positive working environment;
- A learning organisation with sharing and transfer of skills and constant opportunities for career development;
- A key focus on teamwork – the importance of working together within, and across disciplines, divisions and geography;
- Promoting and achieving real consultation and communication with employees and customers in accordance with the information and Consultation Agreement within the Local Authority sector.

The Kerry County Council HR Strategy Framework to support this strategic objective will focus on four key areas

- Planning, recruiting and reskilling our workforce to ensure that within the constraints of our budget and the restrictions on recruitment, there are sufficient employees of the right calibre to deliver our Corporate Plan.
- Achieving excellence through people with the management of the knowledge, skills and behaviours of our employees.
- Creating an equitable, consultative and supportive working environment that promotes employee participation and development.
- Creating a positive and safe working environment, with a partnership approach to employee relations and the maintenance of a stable industrial relations environment.



Reporting & Reviewing of Measures

Each section within the Organisation has laid out a set of Directorate Objectives, the Key Actions needed to fulfill these objectives, and the measures by which it will be known that the Objectives have been successful.

Key to the success of Kerry County Council's Strategic Objectives is the ability to monitor the work carried out by the Organisation, and the ability to review and report as to the success of the goals set out by each section.

This is achieved in a number of ways:

1: Service Indicators

Each year the performance of each of the Local Authorities is measured through the publication of the 46 Service Indicators by the Department of Environment, Heritage and Local Government. These Service Indicators benchmark the position of Kerry County Council against other Local Authorities

2: Reporting to the Council through the Annual Report

Legislation requires that Kerry County Council and other Local Authorities must produce a review of their activities and financial performance every year in the Annual Report.

3: Reporting to the Corporate Policy Group (CPG), on a regular basis and from there to the full Council.

The CPG, consisting of the Mayor and the Chairs of the Strategic Policy Committees, receive regular reports in relation to Sections' work programmes and performance. These reports are then distributed to full Council.

4. Audit Committees

This committee, set up by Kerry County Council, comprises of elected members and external nominees. It assesses the performance of various sections, from a governance, financial and operational point of view.

5. Local Government Auditor

The Local Government Auditor carries out financial reviews of Local Authority activities and spending.

Appendix I

Message from the Town Mayors

As Mayors of the three main towns in Kerry, it gives us great pleasure to contribute to the Kerry County Council Corporate Plan 2009-2014.

In these changing times, the challenges facing our county and our towns are significant, with an uncertain financial environment providing a major challenge to us. However, rather than concentrate on the negative aspects, these uncertain times also present us with opportunities.

The current financial environment will challenge us to examine all our work practises to see if we can provide services to the residents of our towns in a better, more economical way. Additionally, we must uncover new ways of attracting leisure and business visitors to our town, promoting our attractions in new and innovative ways.

Our towns provide significant employment to the county and are seen as focal points for business within Kerry. As elected representatives, we must now place a greater emphasis on our work with Kerry County Council, job creation agencies and other bodies, to make our towns an attractive place for businesses to locate and prosper.

In addition, the towns of Kerry must also work to provide the opportunities and environment that will allow the entrepreneurial spirit to grow. This spirit has long been recognised as a major advantage to Kerry, and we must ensure that it is able to flourish.

It is also a challenge for our Town Councils to foster and encourage a greater community spirit, where the people of the town come together to make our streets and our communities better places.

As elected members, we represent the people of Tralee, Killarney and Listowel. Together, over the course of the next five years, our aim is to work for the people and with the people to make these towns, and the county of Kerry, a better place.



Cllr Tom Walsh
Mayor of Listowel



Cllr Terry O'Brien
Mayor of Tralee



Cllr Michael Gleeson
Mayor of Killarney



Appendix II

Tralee Town Council



Tralee Town

Tralee Town is the largest town in County Kerry and is the County administrative, retail and services centre, comprising an area of 1,237ha (3,057 acres). The population of Tralee town and environs has been steadily increasing over the last few decades and currently stands at 22,744 people, according to the 2006 census.

Geographically Tralee town is nestled in a valley, created by the Slieve Mish mountain range to the south, the Stacks mountain range to the north, and Tralee Bay to the West. Transport links to the town include road, rail, Kerry airport at Farranfore and Fenit Port. The Institute of Technology, Tralee and the Tralee Technology Park share a 113 acre parkland campus providing the ideal environment for knowledge based industries.

The tourism base of Tralee derives from the diversity and quality of its attractions including cultural, leisure, sporting, entertainment and recreational facilities as well as natural amenities. Tralee now has over 1,000 registered hotel bedrooms and has in excess of 500 people employed in the sector.

Tralee Town Council

The Town Council employs 146 with an annual revenue budget of approximately €20m. The main services provided by the Council include housing and social support, road construction and maintenance for local roads, water services (on behalf of Kerry County Council), development management, environmental services (waste collection, litter control, burial grounds), provision of open spaces, parks, playgrounds, walking routes, operation of museum, and a number of agency and miscellaneous services.

Over the past 5 years the council has had major capital investment with annual expenditure in excess of €20m. The investment was largely focused on construction and acquisition of social and affordable housing, land acquisition, investment in new parks and open spaces, replacement of water services, and road improvements.



Appendix II

Tralee Town Council

In relation to the Strategic Objectives outlined for the four local authorities the Town Council will provide for the following key actions over the period of the plan

Strategic Objective 1

- We will continue to develop the Mitchel's/Boherbee Community Regeneration Plan
- We will continue to upgrade its housing stock through the various schemes available – refitting voids, ICRs, etc.
- We will continue with our pipe replacement programme to improve the quality of water supply in the town and to reduce water loss.

Strategic Objective 2

- We will continue to develop community involvement and active citizenship through the community participation task group in the Mitchel's/Boherbee Regeneration area.
- We will continue to work with the business community and all relevant agencies to improve the appearance of the town and to promote the town.

Strategic Objective 3 & 4

- We will continue with the energy saving strategy that has put this Council to the fore nationally.
- We will continue to invest in the water network to further reduce water loss and build on the 30% savings achieved in the last plan period.
- We will work with local communities, volunteers and businesses to ensure the quality open spaces achieved over the past plan period are maintained and presented to a high quality.
- We will review our street cleaning schedules, grass cutting, and litter collection annually to ensure that the focus of this significant cost provides the best outcomes in the positive presentation of Tralee. The challenge for Tralee is to achieve the gold medal in the Tidy Towns Competition for large urban centres.

Strategic Objective 5

- Over the past six months we have provided additional staff resources to deal with derelict sites and the focus over the coming plan period is to significantly reduce dereliction in the town.

Membership

Cllr Mairead Fernane (FG)	Cllr Sam Locke (Non-Party)
Cllr Toireasa Ferris (SF)	Cllr Terry O'Brien (Lab)
Cllr Ted Fitzgerald (FF)	Cllr Grace O'Donnell (FG)
Cllr Cathal Foley (SF)	Cllr Arthur J Spring (Lab)
Cllr Norma Foley (FF)	Cllr Johnnie Wall (FF)
Cllr Pat Hussey (FG)	Cllr Gillian Wharton-Slattery (Lab)

Appendix III

Killarney Town Council



Killarney Town

Killarney is situated on the N 71, twenty (20) miles south-east of Tralee and (55) fifty-five miles from Cork City. It is the second largest urban centre in County Kerry after Tralee and has a population of 13,426. The population has increased by 11% from 2002 to 2006, the largest increase of any town or rural district.

The town is one of the newest towns of its size in Ireland, but it is also the oldest tourist destination in the county. While Ross Castle and Muckross Abbey both date back to the late middle ages, Killarney town itself was little more than a village 300 years ago.

Its growth originally stemmed from its role as a market town but latterly from the development of tourism, particularly in the 150 years since the railways opened up easy access to the area. It is currently the premier tourist destination in the country.

The continued growth of the tourism industry places huge demands on the infrastructure and support services. The Town Council is committed to the provision and maintenance of the infrastructure necessary for the continued growth of the town's economy, not only in the area of tourism but also in the area of commerce and manufacturing industries. While striving to achieve this aim, the Council is acutely aware of the need to preserve and enhance the environment and heritage of Killarney as well as improving the quality of life.

Killarney Town Council

Killarney Town Council employs 76 staff and has an Annual Revenue Budget of €14,333,902. The Council is primarily responsible for the provision and maintenance of infrastructure such as urban roads, the water services network, social and affordable housing, economic development and planning control, the protection of the environment and the provision of recreation and amenity facilities.

The Council is the regulatory body for the implementation of national and local legislation in a number of areas such as the environment, physical planning and road / traffic management.



Appendix III

Killarney Town Council

In relation to the Strategic Objectives outlined for the four local authorities Killarney Town Council will provide for the following key actions over the period of the plan, subject to available resources.

Strategic Objective 1

- We will continue to develop the Killarney Urban area through the various initiatives outlined in the Town Development Plan 2009 - 2015.
- We will continue to maintain, upgrade and increase our housing stock.
- We will continue with our policy of replacement of old water mains.

Strategic Objective 2

- Killarney Town Council will work with residents associations and community groups to ensure that the work of the Council supports the efforts of these communities
- We will continue to work with the business community and all relevant agencies to improve the appearance of the town and to promote the town

Strategic Objectives 3 & 4

- We are committed to working with local organisations and the Tidy Towns Committee to ensure that the success of ten gold medals in the past ten years is maintained.
- Killarney Town Council has recently opened a new depot and associated offices from which all outdoor services will operate.
- We will work with local communities and business interests and voluntary groups and individuals to promote the town and to maintain and enhance the quality of life in the area.

Strategic Objective 5

- Killarney Town Council will continue to provide a segregated three bin Refuse Collection Service.
- The Town Council will continue the recent campaign to tackle Derelict Sites and unofficial signage.

Membership

Cllr Sean Counihan (Lab)	Cllr Niall 'Botty' O'Callaghan
Cllr Michael Courtney	Cllr John O'Donoghue (FF)
Cllr Tom Doherty (FF)	Cllr Sean O'Grady (Lab)
Cllr Michael Gleeson (SKIA)	Cllr Cathal P Walshe (FG)
Cllr Donal Grady	

Appendix IV

Listowel Town Council



Listowel Town

Listowel Town is situated on the banks of the River Feale, with the backdrop of Ballygrennan Hill providing a naturally attractive and scenic physical setting. It is the third largest urban centre in Co. Kerry, with the 2006 census results showing that there were 3,901 people living within the Town boundaries.

Listowel has been designated as a Heritage Town due to its unique literary and cultural traditions and its rich natural and built heritage. It is one of North Kerry/West Limerick region's foremost tourist destination.

The town runs a number of successful festivals and events throughout the year including Listowel Races, Writer's Week, Féile Lios Tuathail and the Listowel Food Fair. It is important that strong cultural identity of the town and its population be protected and promoted.

Tourism plays an important role with in the economy of Listowel. The Town has a number of attractions that bring visitors to the area, which include the attractive town centre, the Seanachai Literary & Cultural Centre, Listowel Castle and the Lartigue Mono Rail. The town also benefits from the Town Park, River Feale and Listowel Race Course. It also serves as the market and service centre for the surrounding agricultural community.

Town Council

Listowel Town Council's revenue budget in 2009 was €3,840,721. Listowel Town Council employs 30 staff and the services provided include the following:

Housing:	Local Authority Housing, Housing Maintenance, Rent Collection.
Roads:	Road maintenance, restoration and improvement works, Public Lighting, Traffic Management, Road Safety, Car Parks
Planning:	Development Management & Control, Preparation of Development Plans, Planning & Enforcement
Environment:	Refuse Collection, Litter Control, Illegal dumping
Recreation & Amenity:	Maintenance of parks & open spaces
Corporate Services:	Meetings & Administrative Support of Elected Members

Appendix IV

Listowel Town Council

In relation to the Strategic Objectives outlined for the four local authorities Listowel Town Council will provide for the following key actions over the period of the plan, subject to available resources.

Strategic Objective 1

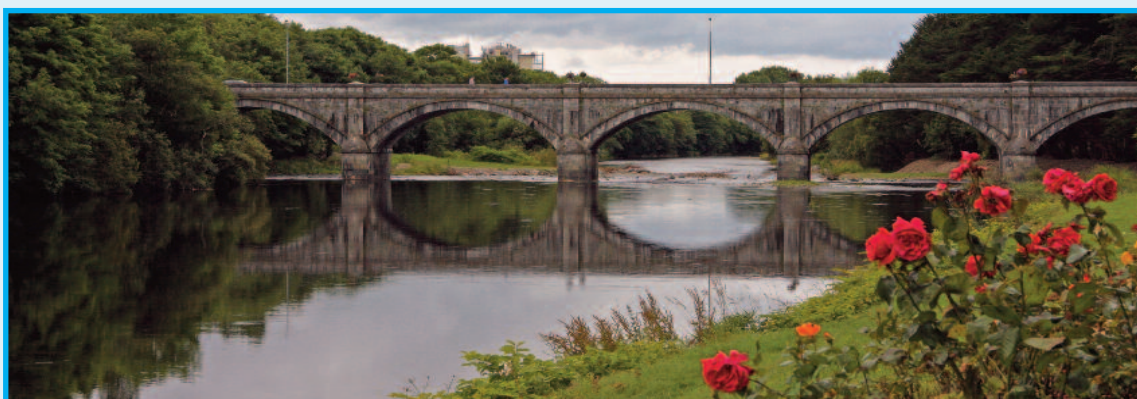
- Listowel Town Council will continue to provide a safe road network and continue the upgrading of Market Street and continue the upgrading of walkways in the Town Park. This will also achieve the aim of improving the appearance of Listowel Town, making it a more attractive place for people to visit, live and work in.

Strategic Objective 2

- Listowel Town Council will continue to meet the Social Housing Needs of the Town. In doing so, the Town Council will be cognisant of the many different categories of people in need of Social Housing and will look at all available options open to them.
- The Town Council will also work with the local communities, both business and residential, for the betterment of Listowel town and also for the betterment of the residents of Listowel.

Strategic Objective 5

- Listowel Town Council will continue to offer a three-bin segregated waste collection system
- The Town Council will also work to ensure that through regulation of activities, that Listowel continues to be enhanced and improved. This includes tackling derelict sites and illegal littering.



Membership

Cllr Jacqueline Barrett (FG)	Cllr Jimmy Moloney (FF)
Cllr Tom Barry (SF)	Cllr Tim O'Leary (FG)
Cllr Anthony Curtin (SF)	Cllr Denis Stack (FG)
Cllr Maria Gorman (FF)	Cllr Tom Walsh (FF)
Cllr Mike Kennelly (FG)	



Appendix V

Services Provided

Roads

- Road maintenance, restoration & improvement works
- Bridge Construction & Maintenance
- Public Lighting & Footpaths
- Traffic Management & Calming
- Car Parking
- Road Safety & Education
- Local Improvement Scheme – For private accommodation roads
- Piers and Harbours,
- Casual Trading
- Motor Tax
 - Issuing of Vehicle Licences
 - Issuing of Driving Licences
- Planning & Design of new & improved road schemes through the:
 - Kerry National Road Design Office
 - &
 - Kerry County Council Road Design Office
- Health & Safety
- Machinery Complex & Stores
- Area Offices in:
 - Cahirciveen,
 - Castleisland,
 - An Daingean,
 - Kenmare
 - Killarney,
 - Killorglin
 - Listowel
 - Tralee,

Housing

- Local Authority Housing.
- Voluntary Housing
- Single Rural Cottages
- Rent & Loan Collections
- Low Cost Housing Sites
- Housing Maintenance
- Local Authority Loans for House Purchase and Improvements
- Mortgage Allowance Scheme
- Disabled Persons Grants
- Essential Repairs Grants
- Shared Ownership Scheme
- Derelict Sites
- Homeless Information Centre
- Traveller Liaison

Environmental Services

- Refuse Collection
- Recycling
- Waste Regulation and Enforcement
- Litter Control
- Illegal Dumping
- Pollution Control
- Laboratory Services
- Energy Issues
- Environmental Awareness
- Veterinary Services
- Waste Bye-Laws
- Sampling and testing waters/wastewaters
- Blue Flag Beaches
- Farm Surveys/River Surveys
- Beach Bye-Laws
- Veterinary Services

Appendix V

Services Provided

Water Services

- Development, operation and maintenance of 70 public water supply schemes producing 33,000,000 cubic meters of drinkable water for almost 35,000 customers.
- Supply of Water to over 170 Group Water Schemes
- Operation and maintenance of Waste Water Treatment Plants
- Rural Water Programme
- Burial Grounds
- Public Conveniences
- Fire Services
- Building Control
- Civil Defence

Planning & Sustainable Development

- Development Management Control
- Development levies / bonds,
- Forward Planning
- Preparation of Development Plans
- Preparation of Local Area Plans
- Planning Enforcement
- Licensing Fingerpost Advertising Signs
- Licensing of Lands for Camping/Caravanning
- Conservation Grant Scheme
- Heritage Office
- County Archaeologist

Community, Enterprise, Culture & Recreation

- Support for the Kerry County Development Board
- Development of initiatives and policies for CDB & Kerry County Council
- Promotion of co-operation and co-ordination of the activities of the bodies and interests represented on the Board.
- Community & Voluntary Forum
- RAPID
- Kerry Local Sports Partnership
- Kerry County Library
- Arts & Culture Office

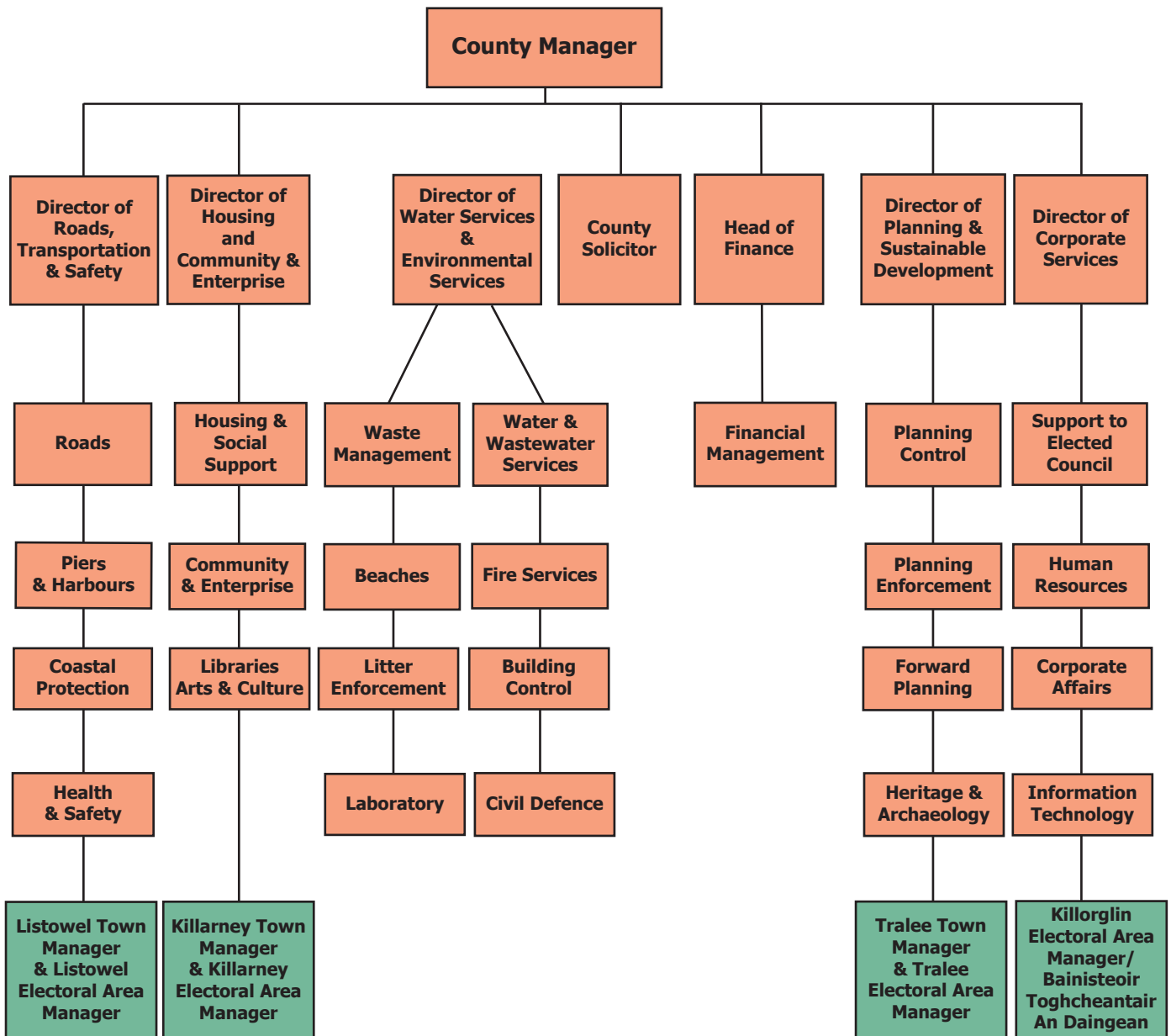
Corporate Services

- Meeting and administrative support for Elected Council
- Customer Care
- Press & Communications
- Property Management
- Higher Education Grants
- Freedom of Information
- Facilities Management
- Human Resources
- Information, Communication Technology
- Workplace Partnership



Appendix VI

Management Structure



Appendix VII

Contact Details

Area Offices				
Offices	Address	Phone	Fax	E-mail
An Daingean	Tigh Fearann na Cille, An Daingean	066 9151353	066 9151801	dingleao@kerrycoco.ie
Caherciveen	The Courthouse, Caherciveen	066 9472143	066 9472958	caharciveenao@kerrycoco.ie
Castleisland	Area Services Centre, Station Road, Castleisland	066 7163400	066 7163456	castleislandao@kerrycoco.ie
Kenmare	The Library, Kenmare	064 6641155	064 6641165	kenmareao@kerrycoco.ie
Killarney	Sr Joseph's Road, Killarney	064 6631046	064 6635164	killarneyao@kerrycoco.ie
Killorglin	Library Place, Iveragh, Killorglin	066 9761123	066 9761664	killorglinao@kerrycoco.ie
Listowel	Bridge Road, Listowel	068 21245	068 22453	listowelao@kerrycoco.ie
Tralee	Áras an Chontae, Rathass, Tralee	066 7183589	066 7122453	traleeao@kerrycoco.ie

Libraries				
Branches	Address	Phone	Fax	E-mail
Tralee	Kerry Library Headquarters Moyderwell, Tralee	066 7183507	066 7129202	info@kerrycolib.ie
Killarney	Rock Road, Killarney	064 6632655	064 6636065	killarney@kerrycolib.ie
Ballybunion	Sandhill Road, Ballybunion	068 27615		ballybunion@kerrycolib.ie
Caherciveen	Caherciveen, Co. Kerry	066 9472287		caharciveen@kerrycolib.ie
Castleisland	Area Services Centre Station Road, Castleisland	066 7163403		castleisland@kerrycolib.ie
An Daingean	Sráid an Dóirín, An Daingean	066 9151499		dingle@kerrycolib.ie
Kenmare	The Library, Kenmare	064 6641416		kenmare@kerrycolib.ie
Killorglin	Library Place, Iveragh, Killorglin	066 9761272		killorglin@kerrycolib.ie



Appendix VII

Contact Details

Departments		
Roads, Transportation & Safety	066 7183588	roads@kerrycoco.ie
Water Services (Operations)	066 7183721	waterservices@kerrycoco.ie
Water Services (Capital)	066 7163444	waterservices@kerrycoco.ie
Housing	066 7183812	housing@kerrycoco.ie
Planning (Applications)	066 7183582	plan@kerrycoco.ie
Planning (Policy)	066 7161801	plan@kerrycoco.ie
Planning (Enforcement)	066 7183778	plan@kerrycoco.ie
Environment Department	066 7162000	environ@kerrycoco.ie
Community & Enterprise	066 7183680	comm&ent@kerrycoco.ie
Finance	066 7183528	finance@kerrycoco.ie
Corporate Services	066 7183514	info@kerrycoco.ie
Arts Office	066 7183541	arts@kerrycoco.ie
County Archaeologist	066 7183785	mconnolly@kerrycoco.ie
County Solicitor	066 7183506	solicitor@kerrycoco.ie
Heritage Officer	066 7183815	heritage@kerrycoco.ie
Higher Education Grants	066 7183530	heg@kerrycoco.ie
Human Resources	066 7161853	hr@kerrycoco.ie
Recruitment	066 7183814	he@kerrycoco.ie
Information Technology	066 7183525	it@kerrycoco.ie
Kerry County Development Board	066 7183680	cdb@kerrycoco.ie
Kerry County Enterprise Board Rathass Courthouse Cahirciveen	066 7183522 066 9472053	kerryceb@kerrycoco.ie
Motor Taxation Office	066 7122300	motortax@kerrycoco.ie
Oifig Gaeilge	066 7183532	gaeilge@kerrycoco.ie
Press & Communications	066 7183826	pressofficer@kerrycoco.ie
Register of Electors	066 7183531	ereg@kerrycoco.ie
Revenue / Service Charges	066 7162100	revenue@kerrycoco.ie
Kerry National Road Design Office	066 7142444	info@kerry.nrdo.ie
Veterinary Officer	066 7183503	environ@kerrycoco.ie

[illegible]



Notes